



UHY CONSTRUCTION WEBINAR

Is Your Construction Technology Stack Working as Hard as It Should?

A construction executive's guide to ERP, data and AI

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A decision lens for the next technology investment

Thirty minutes to diagnose friction and choose the next move

Construction companies continue to invest across the technology stack.

The harder question is whether the environment supports the way leaders need to run the business.

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|----|------------------|---|
| 01 | Recognize | Where the stack creates friction, delay or risk |
| 02 | Decide | Whether to optimize, integrate, replace or supplement |
| 03 | Prepare | How ERP, data, processes and integrations affect AI readiness |

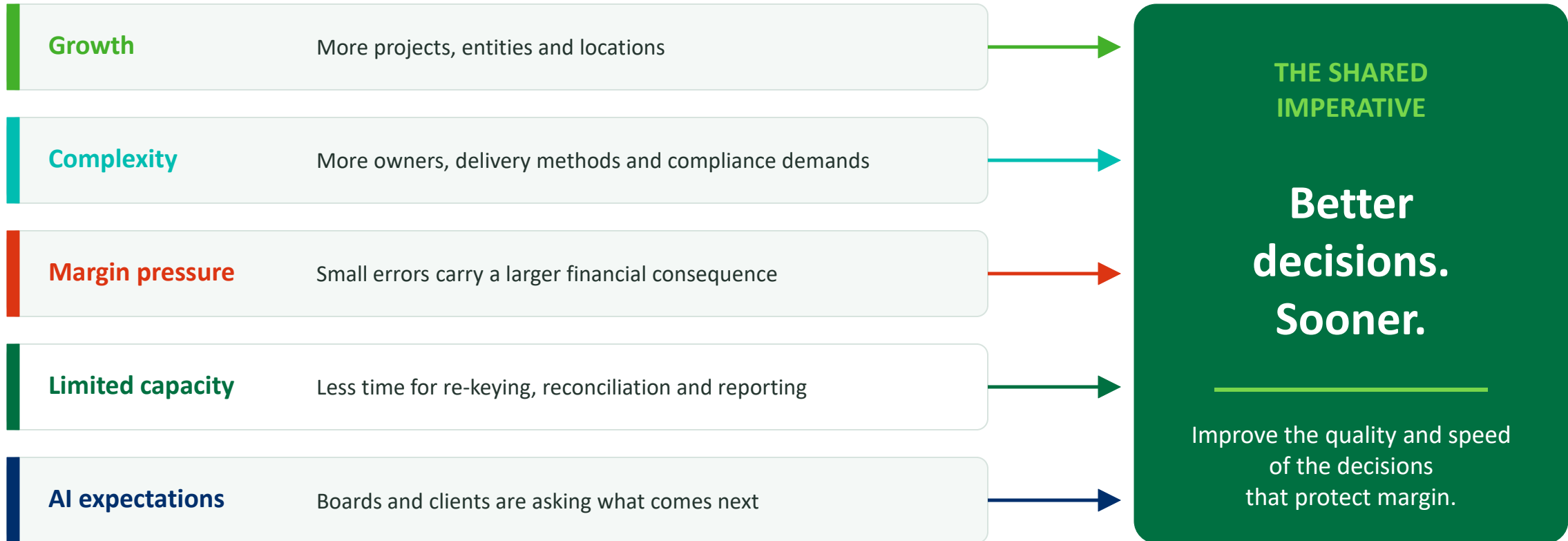


The diagnosis comes before the investment decision.

Why this decision matters now

The operating environment demands faster, more reliable information

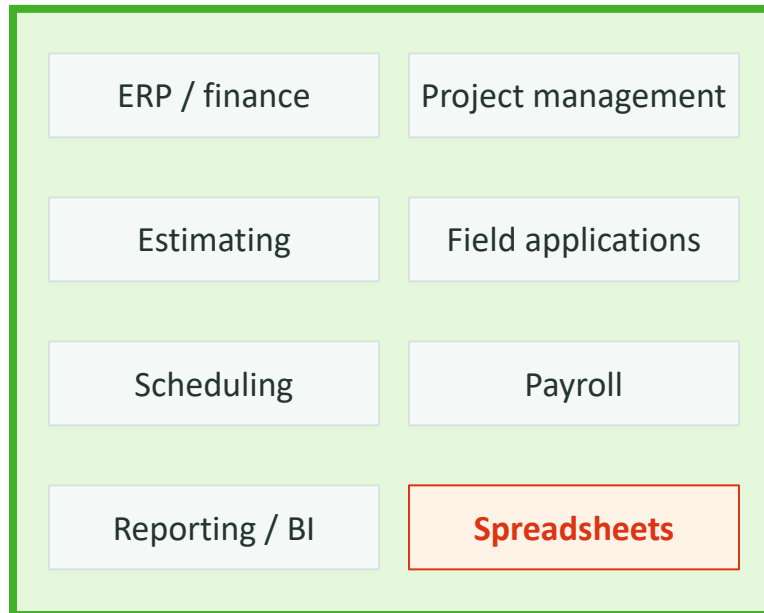
OPERATING PRESSURE



More tools can still produce less visibility

Decision visibility depends on the connections between applications

WHAT GETS ADDED



WHAT LEADERS STILL ASK

- 1 Where does this job really stand?
- 2 Why did WIP change after month-end?
- 3 Which margin number is right?
- 4 Can we see it without a special request?

Unmanaged handoffs create the visibility gap between applications.

Six signs of technology friction

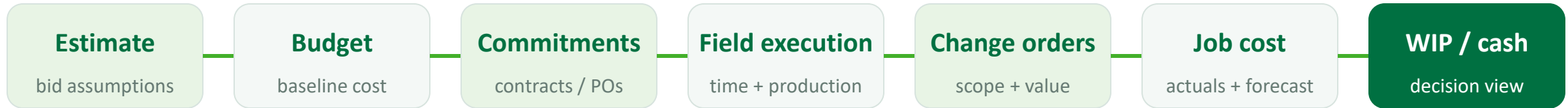
Use this as a quick leadership diagnostic

- 1 Duplicate entry**
The same job, vendor or change order is keyed more than once
- 2 Spreadsheet dependency**
Critical reporting lives in a workbook one person maintains
- 3 Limited visibility**
No consistent view across projects, operations and finance
- 4 Slow month-end**
WIP and job-cost reporting arrive after the decision window
- 5 Scale problems**
Adding entities, regions or users breaks the process
- 6 Unclear ownership**
No one owns the data, so leadership debates the report

Several signals justify an environment assessment.

Construction value moves through handoffs

The operating result depends on how information travels from estimate to cash



Three gaps turn routine activity into executive surprises

Definition gap

Cost codes, phases and job status mean different things across tools

Timing gap

Field reality and accounting records are out of sync

Ownership gap

No role owns the complete handoff from activity to reporting

Executive surprises begin at unmanaged handoffs.



ILLUSTRATIVE CONSTRUCTION SCENARIO



A late field update changes the executive view

A common path from field activity to a WIP surprise

1

Field reality changes

Production falls behind and labor hours rise.

2

The update arrives late

The field report and change-order exposure miss the job-cost cutoff.

3

The forecast stays stale

Cost to complete and projected margin remain unchanged.

4

Leadership sees it after month-end

WIP moves after the decision window has closed.

The breakdown sits between field activity and the management report.

Where breakdowns usually occur

A system often reflects the operating model around it

Before replacing a system, examine what surrounds it.

OPERATING MODEL

01 Process

Do teams run the work the same way?

02 Data

Do codes, phases and status mean one thing?

SYSTEM

Technology reflects the conditions around it

03 Ownership

Who owns master data and leadership reporting?

04 Integrations

Who monitors handoffs when they fail?

05 Decision rights

Who decides what changes, scales or retires?

A replacement carries unresolved operating-model gaps into the new system.

Four technology decisions

The right move depends on the constraint

Optimize

Does the system fit, but usage does not?

Improve configuration, workflow and adoption.

Replace

Can the system support how the business works now?

Build the business case, then run a disciplined selection.

Integrate

Do the systems fit, but the handoffs do not?

Connect data and remove duplicate effort.

Supplement

Is a capability genuinely missing?

Introduce it where the operating foundation can support it.

Sequence often matters: optimization or integration may precede replacement.

ERP readiness questions

Leadership should answer these before a selection begins

HOW WORK RUNS

1 Process consistency

Are core processes consistent across projects and divisions?

2 Job structure

Do job, phase and cost code mean one thing?

HOW INFORMATION MOVES

3 Master data

Who owns definitions and approves changes?

4 Day-one integrations

What must connect at go-live?

HOW THE PROGRAM WILL SUCCEED

5 Internal capacity

Who can lead the program and make decisions?

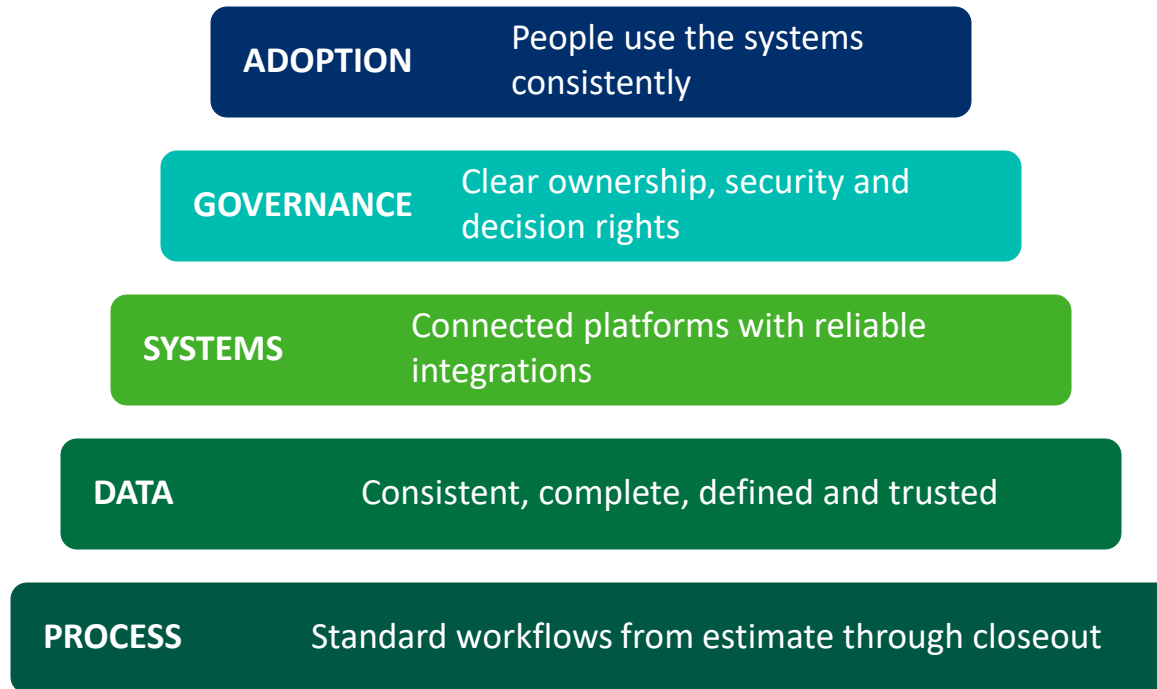
6 Business case

Which measurable outcome justifies the investment?

Inconsistent answers signal that selection is premature.

AI readiness depends on the operating foundation

AI inherits the quality of the process and data around it



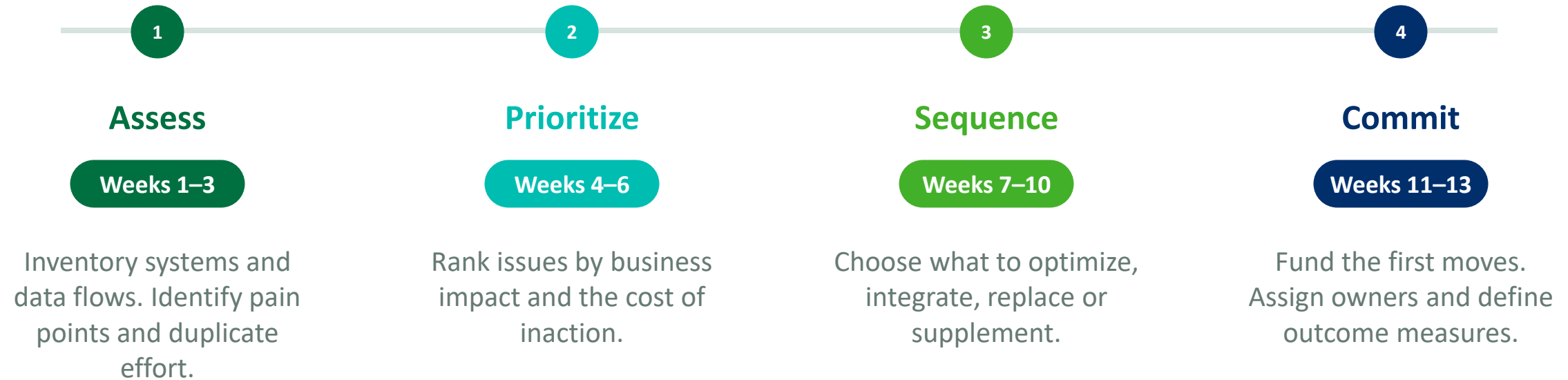
Practical starting points

- 1 Summarize RFIs and submittals
- 2 Surface change-order exposure
- 3 Flag job-cost anomalies
- 4 Support forecasting and scenario review

A narrow problem with measurable value creates the best starting point.

A 90-day executive roadmap

Use the period to reach a decision and commit the sequence



The 90-day output: a funded sequence with owners and measurable outcomes.

Your next technology decision depends on the environment it will land in.

Three questions create the decision lens

- 1 Where is the friction?
- 2 Which move is justified?
- 3 What must be ready first?

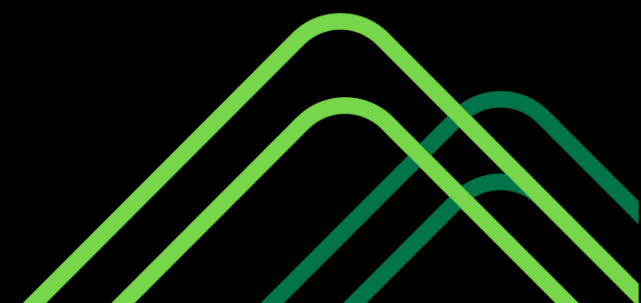
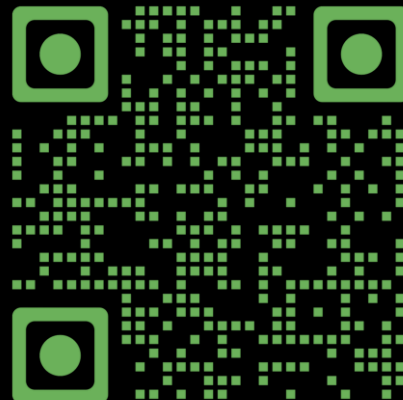


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Questions and discussion





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